

Retirement

Date _____ Director _____ Other Directorships _____

1992	H. Maxwell Chairman of the Executive Committee Philip Morris Companies Inc. Training/Experience marketing	America - European Community Association - \$250,000 American Friends of Cambridge University Bankers Trust Company Bankers Trust New York Corporation Cambridge University Development Office in U.S. Foreign Policy Association - \$85,000 Institute for Advanced Study New York Public Library (Honorary Trustee) - \$101,150 NY Society for International Affairs, Inc. - \$180,000 The News Corporation Norton Gallery Overseers Cornell University Medical Center
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Retirement

Date _____ Director _____ Other Directorships _____

1994	J. A. Cordido-Freytes, Ph.D. Member Betancourt, Cordido & Associates, Caracas, Venezuela, Attorneys; President C.A. Tabacalera Nacional Training/Experience law, education	None
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Retirement

Date _____ Director _____ Other Directorships _____

1994	T. J. Moore, Jr. Counsel Hunton & Williams Attorneys-at-Law (Formerly Chairman & CEO Dominion Resources, Inc., now retired) Training/Experience law, utilities	Central Fidelity Banks, Inc. Colonial Williamsburg Foundation (Trustee) - \$31,000 Dominion Resources, Inc. Eron/Dominion Coegen Corp. GTE Corporation Richmond Renaissance Incorporated - \$37,500 Virginia Foundation for Independent Colleges (Trustee)
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Retirement

Date

Director

Other Directorships

1995

P. W. Douglas
Retired Chairman & CEO
The Pittston Company

Training/Experience
economics, finance

George C. Marshall Foundation (Trustee)
Holmes Protection Group
International Center for the Disabled (Trustee) - \$22,500
MacMillan Bloedel Ltd. (Vancouver)
New York Life Insurance Company
Phelps-Dodge Corporation
St. Lukes Roosevelt Hospital (Trustee) - \$50,000
United States Trust Corporation &
United States Trust Co. of New York

Retirement

Date

Director

Other Directorships

1996

H. Brown, Ph.D.
Counselor
Center for Strategic and International
Studies (CSIS);
Partner, Warburg, Pincus and
Company
(Formerly:
Chairman, Foreign Policy Institute
The Johns Hopkins University
School of Advanced International
Studies;
U.S. Secretary of Defense;
General Partner, Warburg, Pincus & Company)

Training/Experience
physics, university administration,
military research, government

AMAX, Inc.
Arnold and Mabel Beckman Foundation
California Institute of Technology (Trustee)
CBS, Inc.
Cummins Engine Co., Inc.
Evergreen Holdings, Inc.
IBM Corporation
Mattel Inc.
Rand Corporation (Trustee)
Trilateral Commission (North America)

Retirement

Date

Director

Other Directorships

1996

J. M. Richman
Counsel
Wachtell, Lipton, Rosen & Katz
Attorneys-at-law
(Formerly:
Chairman and CEO
Kraft General Foods)

Training/Experience
law, food manufacturing,
marketing

Continental Bank Corporation
Continental Bank N.A.
Evanston Hospital Corporation
The Johnson Foundation
Northwestern University (Trustee) - \$5,000
R.R. Donnelley & Sons Company
USX Corporation

Retirement

Date

Director

Other Directorships

1997	H. G. Storr Executive Vice President & Chief Financial Officer Philip Morris Companies Inc. Chairman & CEO Philip Morris Capital Corporation	Chemical Bank (Advisory Board) International Tennis Hall of Fame - \$29,500 (Director & Treasurer) Klingelberg Corporation
	Training/Experience finance, accounting	

Retirement

Date

Director

Other Directorships

1998	R. E. R. Huntley Counsel Hunton & Williams (Formerly: President, Washington and Lee University Dean of Law School, Washington and Lee University)	Richmond Renaissance - \$37,500 Sprint Union Theological Seminary (Member, Board of Trustees) Virginia Foundation for Independent Colleges (Trustee) Virginia Historical Society (Trustee) - \$110,000
	Training/Experience law, education, catalog sales	

Retirement

Date

Director

Other Directorships

1999	J. D. Nichols Chairman & CEO Illinois Tool Works (Formerly: Executive Vice President and COO Aerojet-General Corp.; Director, Financial Controls ITT Corporation)	Argonne National Laboratory Art Institute of Chicago - \$299,035 Business Roundtable Chicago Symphony Orchestra - \$165,000 Household International Corporation Junior Achievement of Chicago - \$100,000 Lyric Opera of Chicago - \$44,000 Museum of Science and Industry - \$55,000 Rockwell International Corporation Stone Container Corporation University of Chicago (Trustee) - \$35,000
	Training/Experience manufacturing	

Retirement

Date	Director	Other Directorships
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2000	M. H. Bring Senior Vice President & General Counsel Philip Morris Companies Inc. (Formerly: Senior Partner, Arnold & Porter) Training/Experience law, government	Lawyers Committee for Civil Rights The Legal Aid Society - \$131,250 New York City Opera Co. New York Law Center Foundation Whitney-Museum of American Art (Trustee) - \$93,150
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Retirement

Date	Director	Other Directorships
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2000	W. H. Donaldson Chairman & CEO New York Stock Exchange, Inc. (Formerly: Dean of the Graduate School of Management of Yale University William S. Beinecke Professor in Management Studies Counsel to the Vice President of the United States U.S. Undersecretary of State Co-founder, Chairman and CEO Donaldson, Lufkin & Jenrette, Inc.) Training/Experience finance, education, management, government	Aetna Life & Casualty Co. Business Council of the State of New York Carnegie Endowment for World Peace Council on Foreign Relations - \$7,500 Honeywell, Inc. Lincoln Center for the Performing Arts, Inc. - \$452,150 Marine Corps Command & Staff College (Trustee) National Executive Service Corps - \$5,000 New York City Partnership - \$62,500 St. Lawrence University (Trustee)
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Retirement

Date	Director	Other Directorships
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2000	K. R. Murdoch Chairman & CEO The News Corporation Limited Training/Experience publishing, motion pictures, television	None
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Retirement

Date _____ Director _____ Other Directorships _____

2001 **R. W. Murray**
 President and COO
 Philip Morris Companies Inc.
 Training/Experience
 finance, accounting, marketing

Alvin Ailey American Dance Theater - **\$306,150**
 American Museum of Natural History - **\$64,000**
 International Tennis Hall of Fame - **\$29,500**
 Polytechnic University (Trustee) - **\$21,000**
 United Negro College Fund - **\$1,057,650**

Retirement

Date _____ Director _____ Other Directorships _____

2004 **M. A. Miles**
 Chairman of the Board & CEO
 Philip Morris Companies Inc.
 Training/Experience
 advertising, marketing, fast food

Business Committee for the Arts, Inc. - **\$20,000**
 The Business Council
 The Business Roundtable
 The Chicago Council on Foreign Relations - **\$10,000**
 The Conference Board (Trustee) - **\$50,750**
 Grocery Manufacturers of America, Inc.
 J.L. Kellogg Graduate School of Management - **\$30,000**
 Junior Achievement of Chicago - **\$100,000**
 The Lyric Opera of Chicago - **\$44,000**
 National Multiple Sclerosis Society - **\$186,895**
 New York Chamber of Commerce and Industry
 New York City Partnership Inc. - **\$62,500**
 President's Advisory Committee for Trade Policy
 and Negotiations
 Sears, Roebuck and Company

Retirement

Date _____ Director _____ Other Directorships _____

2004 **R. S. Penske**
 President
 Penske Corporation;
 Chief Executive Officer,
 Detroit Diesel Corporation and
 Penske Truck Leasing Corporation
 Training/Experience
 transportation,
 automotive technology,
 retail sales

American Express Company
 Conner Peripherals, Inc.
 Henry Ford Museum & Greenfield Village (Trustee)
 Shearson Lehman Brothers Holdings, Inc.

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Retirement

Date _____ Director _____ Other Directorships _____

2007 **E. E. Bailey, Ph.D.**
 John C. Howard Professor of
 Public Policy & Management,
 The Wharton School of the
 University of Pennsylvania
 (Formerly:
 Dean, Graduate School of
 Industrial Administration,
 Carnegie-Mellon University;
 Vice-Chairman, Civil Aeronautics
 Board)

Brookings Institution
 College Retirement Equities Fund
 CSX Corporation
 Honeywell Inc.
 National Westminster Bancorp Inc.

(Note: \$3,500 contributed to The Wharton School.)

Training/Experience
 economics, research, teaching

Retirement

Date _____ Director _____ Other Directorships _____

2008 **J. S. Reed** Americas Society
 Chairman
 Citicorp and Citibank, N.A.

Training/Experience
 engineering, finance

Center for the Advanced Study in Behavioral Sciences
 Corporation of MIT (Member)
 Memorial Sloan-Kettering Cancer Center (Board of Managers)
 Monsanto Co.
 National Bureau of Economic Research, Inc. - \$10,000
 (Trustee)
 Rand Corporation
 Russell Sage Foundation (Trustee)
 Spencer Foundation

Retirement

Date _____ Director _____ Other Directorships _____

2013 **J. Evans**
 Vice President & General Manager
 Home & Personal Services
 Division
 U.S. West Communications, Inc.

Training/Experience
 marketing, direct mail,
 retailing

Catalyst - \$21,150
 Edison Brothers Stores, Inc.
 Ladies Professional Golf Association
 Maidenform Inc. (Advisory Board)
 The Phoenix Heard Museum
 Women's Forum
 Young Presidents' Organization

Retirement

Date

Director

Other Directorships

2017

R. D. Parsons

Chairman & CEO

The Dimes Savings Bank
of New York, FSBTraining/Experience
law

Federal National Mortgage Association

Howard University (Trustee) - **\$75,000**Metropolitan Museum of Art (Trustee) - **\$267,000**

Rockefeller Brothers Fund

Time Warner Inc.

Emeritus Directors

Retirement

Date

Chairman Emeritus

Other Directorships

Permanent

J. F. Cullman 3rd

Chairman Emeritus

Philip Morris Companies Inc.

Training/Experience
business, marketing

African Wildlife Foundation

American Museum of Natural History (Trustee) - **\$64,000**

Atlantic Salmon Federation (U.S.) (Chairman)

IBM World Trade Europe (Honorary Director)

International Tennis Hall of Fame - **\$29,500**

(Chairman of Executive Committee)

Walt Disney Company (Director Emeritus)

World Wildlife Fund - The Conservation Foundation

(Chairman Executive Committee) - **\$62,500**

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